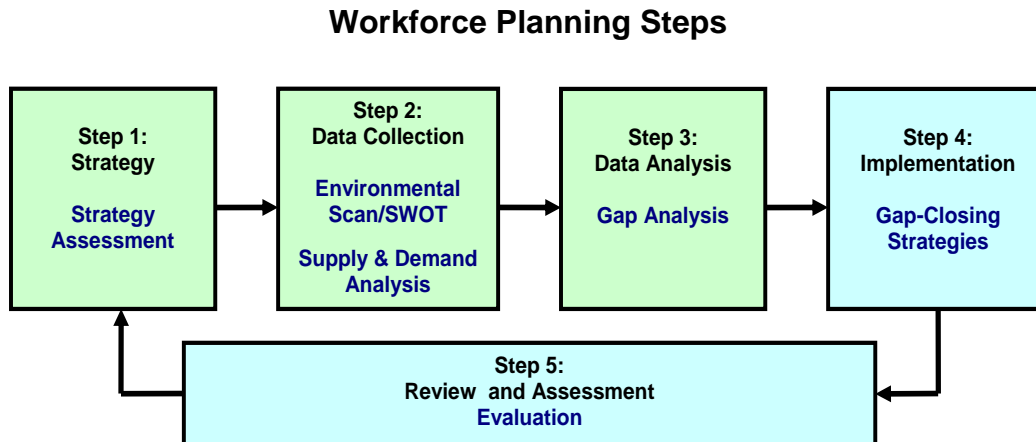

Evaluating Workforce Planning Results

Evaluating the Results of WFP Steps

It's important to evaluate the success of results of each step within the Workforce Planning process. By doing so, you'll be able to make assessments in real time about what changes to make, and to apply corrections quickly – well before the workforce plan is fully implemented.



In the [Sample WFP Results Evaluation Plan](#), we selected some sample objectives for the WFP steps (see diagram above), and illustrate some performance measures useful for monitoring the success of the objective. You can group these performance measures into the three categories we introduced in Tool 1: *Numbers*, *Outcomes* and *Attitudes*.

The Results Evaluation Plan is based on a portion of the [WFP Implementation Work Plan](#) developed in [WFP Step 1: Strategy](#).



Sample WFP Results Evaluation Plan – WFP Steps

Tactic/Objective	Person(s) Responsible	Timetable	Status	Performance Measures (Evaluation)
WFP Step 1: Develop Strategy for Implementing WF Plan				
Build WFP Steering Team by September to include key leaders from required departments with required skills/time to manage WFP implementation.	Agency's Executive Team	September 2006	Completed	<ul style="list-style-type: none"> ▪ Outcome: Agency has created the Steering Team. ▪ Outcome: Members appointed an Executive Sponsor and accepted nominations for the Workforce Planning Steering Team
Link workforce plan to agency's strategic plan	Steering Team and Workforce Planning Team	October 2006	Completed	<ul style="list-style-type: none"> ▪ Outcome: Agency's strategic plan includes language on the connection between strategic plan and workforce plan ▪ Attitude: Leadership has committed funds, resources to WFP implementation ▪ Outcome: Steering Team has approved the Workforce Planning Team's plans based on agency's strategic plan
WFP Step 2: Conduct Internal/External Environmental Scan				
Assess current workforce: gather demographic data from payroll and HRIS systems.	HR Director, IT Director	December 2006	Completed	<ul style="list-style-type: none"> ▪ Number/Count: Complete list of fields for demographic data (gender, age, years of service, etc.) for current workforce. ▪ Outcome: IT dept has generated specified reports or provided access to Team to gather data
Develop robust method for producing and maintaining updated reports on workforce demographics.	HR Director, IT Director	On-going	Not Started	<ul style="list-style-type: none"> ▪ Outcome: User-friendly access to HR information and ability to generate up-to-date reports on specified demographics
WFP Step 2: Conduct SWOT Analysis				
Identify organization's strengths, weaknesses, opportunities, and threats	SWOT Project Manager and Sub-Team	February 2007	Not Started	<ul style="list-style-type: none"> ▪ Outcome: A comprehensive list of the organization's strengths, weaknesses, opportunities, and threats relating to the workforce
Establish priorities and develop plan to address weaknesses and threats	SWOT Project Manager and Sub-Team	February 2007	Not Started	<ul style="list-style-type: none"> ▪ Outcome: A list of the organization's top 5 strengths, weaknesses, opportunities, and threats relating to the workforce

Tactic/Objective	Person(s) Responsible	Timetable	Status	Performance Measures (Evaluation)
WFP Step 2: Conduct Supply/Demand Analysis				
Conduct Division Surveys – collect internal data about projected resource requirements – by February.	Supply/Demand Project Manager and Sub-Team	February 2007	Started	<ul style="list-style-type: none"> ▪ Outcome: All Division Surveys received
Analyze turnover data	Supply/Demand Project Manager and Sub-Team	March 2007	Not Started	<ul style="list-style-type: none"> ▪ Outcome: Turnover reports including specified fields completed by IT on quarterly basis
WFP Step 3: Conduct Gap Analysis and Identify Gap-Closing Strategies				
Conduct a Staffing Assessment	Supply/Demand Project Manager and Sub-Team	March 2007	Not Started	<ul style="list-style-type: none"> ▪ Outcome: List of the positions where agency has a staffing gap
Conduct a competency Assessment	Supply/Demand Project Manager and Sub-Team	March 2007	Not Started	<ul style="list-style-type: none"> ▪ Outcome: List of competencies where agency has competency gaps
Based on competency gap assessment, develop a competency model for child welfare worker	HR Director and Gap-Closing Implementation Sub-Team	April 2007	Not Started	<ul style="list-style-type: none"> ▪ Outcome: Competency model for child welfare worker completed, including plans for recruitment, performance management and professional development

The Results Evaluation Plan doesn't represent a complete list of Objectives and Performance Measures. However, the questions below will help you determine whether the tactics you used to accomplish your objectives produced the desired results.

Step 1: Develop Strategy

- Is Workforce Planning fully integrated into the agency's overall strategic planning process?
- Is agency's leadership fully committed to workforce planning?
- Does agency's leadership understand the relationship between strengthening the workforce and achieving the agency's strategic objectives?
- Does agency's top leadership understand what it must do to support and strengthen the workforce?
- Does agency's top leadership take workforce issues into account when embarking on a new initiative or program change?
- Have we involved the union, university partners, and other stakeholders in our Workforce Planning strategy?

Step 2: Data Collection

- Environmental Scan: Did the internal and external scans provide a sound foundation for our workforce planning process?
- Did our environmental scans provide us with useful information? If not, why not?
- Did the SWOT analysis help build on the organization's strengths and overcome the weaknesses and threats?
- Were we aware of our organizational strengths and opportunities so that we could capitalize on them to their fullest extent?
- Did the SWOT analysis provide us with useful information?
- Were our supply and demand projections accurate?
- If our projections were inaccurate, what was the reason? What did we miss? Or fail to anticipate?
- Was our workforce planning process compromised (i.e., delayed, derailed, etc.) by organizational weaknesses or external threats that we hadn't prepared for?
- Did we spend time gathering information we didn't use or need?
- Did we fail to gather information that would have been useful?
- Of the external data we collected, what was most useful?
- Did the "internal" environmental scan provide us with useful information?
- Of the internal data we collected, what was most useful?
- What information was most helpful to our WFP process?
- Did we make effective use of all the information we gathered through the SWOT analysis?

- Did we face barriers (i.e., IT systems, staff time, raw data, etc) in collecting the data we needed?
- Did we take steps to make the data collection process easier for “the next time around?”

Step 3: Data Analysis

- Did we identify the “right” competencies for staff?
- Did the process we used to identify competencies work well?
- Did we identify the “right” competencies for staff?
- Did the process we used to identify competencies work well?
- Supply/Demand and Gap Analysis: Did we accurately project our staffing needs? Have we identified the right competencies to meet our organizational goals?
- Did we accurately forecast gaps/surpluses for each classification that we reviewed?
- Were our forecasts for staffing gaps/surpluses accurate? If not, why?
- Did we appropriately identify the competency gaps/surpluses for each classification that we reviewed?
- Did we appropriately integrate the information gathered during the environmental scan and SWOT analysis into our overall Gap Analysis?
- Did we make the time and resources available for a thorough analysis?

Evaluating the Results of the Workforce Plan – the Gap-Closing Strategies

Each Gap-Closing Strategy implemented by your agency is intended to address one or more issues identified in the earlier steps of the Workforce Planning process. However, unless you are able to evaluate the results of each strategy, you will not know with certainty if your approach is actually accomplishing what you intended.

In the [Sample Strategy Evaluation Plan](#) we use an example of a specific Gap-Closing Strategy and illustrate some performance measures useful for monitoring the results. We grouped the performance measures into the three categories we introduced in Tool 1: *Numbers*, *Outcomes* and *Attitudes*. In addition, we added the Project Management measure of *Cost* to illustrate how you can measure the financial impact of the strategy.

The Sample Strategy Evaluation Plan is based on a portion of the [Sample Action Plan](#) developed in [WFP Step 1: Strategy](#).



Sample Strategy Evaluation Plan – Evaluating Results of a Specific Gap-Closing Strategy

Key Challenge	<ul style="list-style-type: none"> Agency has not been able to consistently keep all child welfare vacancies filled. Also projects a huge surge (33 positions) of new positions needing to be filled immediately following budget authorization. The current workforce shows deficiencies in the critical competencies of Adaptability, Collaboration and Communications (specifically writing skills). 		
Action Plan Goal(s)	<ol style="list-style-type: none"> 1. Improve recruitment process so that there is a larger and better-qualified applicant pool. Validate the competencies critical for the Child Welfare Caseworker. Preliminary identification of competencies completed during Supply/Demand Analysis. Strengthen selection process in order to select highly qualified employees. Address competency deficiencies by introducing new performance management system. 		
Executive Sponsor or Department Director		Date	

Action Strategies How will we address our key challenges?	Tactics/Tasks Required Specifically, how will the strategy/objective be accomplished? List the individual steps needed to achieve the goal	Person(s) Responsible Identify who is responsible to see that each task is completed	Additional Resources Identify any additional resources that are needed to complete the task	Timetable Specify when each task will be completed	Status Not Started Started Completed	Performance Measures/Milestones What measure will we use to determine successful completion of action items?
1) Improve recruitment process to attract more and better-qualified applicants to have a better pool from which to select new employees.	Implement online recruiting	Recruitment/ Selection Specialist				<ul style="list-style-type: none"> Number: Increase no. of total applicants by X per vacancy Number: At least four qualified applicants (w/ required degrees) for each vacancy Outcome: Length of time to fill vacancies reduced by 3 weeks
	Partner with local School of Social Work to develop Stipend Program	HR Director				<ul style="list-style-type: none"> Outcome: Stipend program developed and implemented. Cost: Cost per hire reduced by x % for Stipend Program employees who stay at least 1 year
	Develop/implement strategy for campus recruitment/job fairs	Recruitment/ Selection Specialist				<ul style="list-style-type: none"> Number: Attract X number of new graduates as applicants Number: Attend x number of campus recruitments next year
	Train supervisors and employees on the new process.	Assistant HR Director				<ul style="list-style-type: none"> Outcome: Training completed Outcome: Length of time to fill vacancies reduced by 3 weeks



Performance Measures for Gap-Closing Strategies

The tables below identify types of performance measures useful for evaluating the primary WFP Gap-Closing Strategies: [Recruitment](#), [Selection](#), [Performance Management](#), [Professional Development](#), [Retention](#) and [Succession Planning](#). We grouped the performance measures into the three categories we introduced in Tool 1: *Numbers*, *Outcomes* and *Attitudes*. In addition, we added the Project Management measure of *Cost* to illustrate how you can measure the financial impact of the strategy.

Recruitment

Objective	Type of Performance Measure	Performance Measure
Improve recruitment strategy attract more and better-qualified applicants so that you have a better pool of applicants from which to select new employees.	Numbers/Counts To the extent possible, it is best to compare the numbers/quality of applicants both before and after you've implemented your recruitment strategy/s.	Numbers from pre- & post-implementation: <ul style="list-style-type: none"> ▪ The number of applicants per month ▪ The number of applicants per month possessing specific degrees desired by your agency such as a MSW, BSW, or degree in Criminal Justice. ▪ The number of applicants with a specific type of experience ▪ The number (or percentage) of applicants "screened" into the interview process ▪ Qualified applicants per vacancy ▪ The number of job fairs attended
	Outcomes	<ul style="list-style-type: none"> ▪ Reduced length of time to fill a vacancy ▪ New employees are a "better fit" for the job (survey new employees six months after hire, and compare job-satisfaction survey results of those hired before and after the intervention). ▪ New employees are less likely to leave the job within the first year (compare retention rates for one year between groups of employees hired before and after the intervention.)
	Costs	<ul style="list-style-type: none"> ▪ Compare recruitment costs (advertising, job fairs, salary of recruiters, etc.) per applicant (or per qualified applicant) before and after intervention. NOTE: Although total costs may increase after the intervention, the cost per qualified applicant may decrease. ▪ Identify the relationship, if possible, between recruiting better applicants and reduced turnover (and therefore reduced recruitment costs). ▪ If using a "stipend program" compare the turnover/retention data of those receiving the stipend and those who are not. (Calculating the cost of one turnover is important to this analysis – see the Turnover Tool Kit for methodology for calculating turnover costs.)
	Attitudes	<ul style="list-style-type: none"> ▪ Survey hiring supervisors to determine if applicant pool has improved or not. ▪ Survey newly hired employees to determine if they are satisfied with the job or otherwise a "good fit."

Employee Selection

Objective	Type of Performance Measure	Performance Measure
Implement competency-based selection strategy to select and retain employees who have the experience and competencies to excel on the job.	Numbers/Counts	<ul style="list-style-type: none"> Number of employees hired Track the race, ethnicity, gender, age, and disability status of new hires to determine if you are hiring a more diverse workforce.
	Outcomes	<ul style="list-style-type: none"> Determine whether newly hired employees are providing better client service <ul style="list-style-type: none"> After employees hired under the new process have enough experience to become fully functional, select a sample of employee hired under the old process and a sample hired under the new process. Compare the two groups of employees based on objective measures such as timeliness standards in completing investigations. Compare the annual performance evaluations of the two groups. (see Tomorrow's Vacancies – Today's Priority)
	Costs	<ul style="list-style-type: none"> Compare the cost of hiring a new employee under the new process with the cost of hiring under the old process. (see Tomorrow's Vacancies – Today's Priority) Determine the cost-benefit of the new hiring process. If the new hiring process results in lower turnover, compare the per-hire cost with the savings from reduced turnover. If you can place a dollar value on the improved quality of new hires, it can be compared with per-hire costs.
	Attitudes	<ul style="list-style-type: none"> Ask supervisors and managers involved in the hiring process if they believe the new process results in hiring better qualified employees. Survey supervisors to determine their satisfaction with new hires Survey the staff that provides new-worker training to see they observe a difference between the employees coming through training hired under the new process as contrasted with the old process.

Performance Management

Objective	Type of Performance Measure	Performance Measure
Implement competency-based performance management process to improve employee performance by clearly articulating what is expected of employees, providing constructive feedback, and formulating development plans for continuous growth.	Numbers/Counts	<ul style="list-style-type: none"> ▪ The percentage of employee evaluations completed on time ▪ Measure the average evaluation score (e.g., if using a 1 to 5 scale to evaluate performance on competencies) for all employees (by work unit, by office, department-wide) over time.
	Outcomes	<ul style="list-style-type: none"> ▪ Determine if employee objectives are aligned with agency's strategic outcomes ▪ Are agency-driven objectives (e.g., reducing the average length of stay in foster care) improving over time? Note: We acknowledge the difficulty of isolating the impact of one variable on such outcome measures. Such outcome measures will be the result of hiring better employees, better training, improved policy, enhanced automation systems, etc.
	Costs	<ul style="list-style-type: none"> ▪ Determine the cost of implementing the new performance system. ▪ Determine the cost/benefit of specific performance-management interventions, such as a "pay-for-performance" system (See Performance Pays)
	Attitudes	<ul style="list-style-type: none"> ▪ Survey supervisors to determine their views about the new performance evaluation system. Is it measuring the right things? Does it facilitate providing constructive feedback to employees? ▪ Survey employees to determine their views about the new performance evaluation system. <ul style="list-style-type: none"> • Do they see the connection between their objectives and the agency's strategic direction • Do they feel they better understand what's expected of them? • Do they understand how feedback on the competencies allows them to develop themselves? • Do they see the value in having an Individual Development Plan (IDP)?

Professional Development

Objective	Type of Performance Measure	Performance Measure
Implement competency-based professional development strategy to provide developmental resources and opportunities to employees – consistent with their Individual Development Plans – in order to strengthen their current performance and future potential.	Numbers/Counts	<ul style="list-style-type: none"> The number of developmental resources made available to strengthen each competency (e.g., the number of new books, videos, web-based courses, training courses) The number of employees creating an Individual Development Plan (IDP)
	Outcomes	<ul style="list-style-type: none"> The number of employees using learning resources (books and videos checked out of the learning library) participating in classes (both web-based and classroom) The number of employees successfully completing their IDPs Tracking the performance evaluation scores by competency area of a sample of employees who focused on those competencies in their IDPs in prior years.
	Costs	<ul style="list-style-type: none"> Per-participant cost for web-based courses Per-participant cost for classroom training
	Attitudes	<ul style="list-style-type: none"> Participant evaluations after the completion of specific courses Participant evaluation of books, videos and other learning resources Survey employees and supervisors to determine if appropriate learning resources are available to meet needs identified in IDPs.

Retention

Objective	Type of Performance Measure	Performance Measure
Implement competency-based retention strategy as a multifaceted approach to retain high-performing employees who have the experience and competencies to excel on the job.	Numbers/Counts see Turnover Tool Kit for examples of turnover	<ul style="list-style-type: none"> ▪ The number of employees who leave the agency during the year ▪ The annual turnover rate (the number of employees who leave during the year divided by the average number of employees on the payroll during the year) ▪ The turnover rate of employees during the first year of employment ▪ Number/percentage of employees by years-of-service intervals (e.g., Less than 1 year, 1 to 3 years, 3 to 5 years, 5 to 10 years, etc.)
	Outcomes	<ul style="list-style-type: none"> ▪ Tracking turnover rates over time ▪ Tracking retention rates over time ▪ Measuring the impact of a specific turnover-retention intervention such as a Realistic Job Preview (RJP) (See the RJP Tool Kit) <ul style="list-style-type: none"> • Determine impact of RJP on decision to applicant decisions to continue with the application process • Determine impact of RJP on “early turnover”
	Costs	<ul style="list-style-type: none"> ▪ Determine the cost of employee turnover (See Turnover Tool Kit) ▪ Determine the cost effectiveness of specific turnover-reduction interventions (See example of the cost-benefit analysis in the RJP Tool Kit)
	Attitudes	<ul style="list-style-type: none"> ▪ Conduct employee attitude survey to determine if retention strategies are having an impact on job satisfaction. ▪ Conduct survey to determine if RJP had an impact on job satisfaction and turnover intention. (See RJP Tool Kit)

Succession Planning

Objective	Type of Performance Measure	Performance Measure
Implement competency-based succession planning strategy to develop a pool of high-potential employees and managers who will be capable of stepping into higher level positions as middle- and upper-level managers leave their positions.	Numbers/Counts	<ul style="list-style-type: none"> The number of employees who are given enhance development opportunities as part of the succession planning process. The number any types of developmental opportunities offered under the succession planning program (e.g., training, job-rotations, developmental assignments, etc.) The number of middle/upper management jobs filled by participants in the succession planning process.
	Outcomes (See Leadership Pipeline)	<ul style="list-style-type: none"> Compare the number of promotions received by those participating in the succession planning program with a control group Compare the average salary increase of those participating in the succession planning program with a control group Using a 360 performance assessment tool, evaluate the competencies of the succession-planning program participants both before and after participation in the program.
	Costs	<ul style="list-style-type: none"> Determine the cost of the Succession-planning program Determine per-participant costs Compare program and/or per-participant costs to the cost of an “outside recruitment” to fill an upper-management vacancy
	Attitudes	<ul style="list-style-type: none"> Survey participants about the value of the succession planning program Survey all employees to determine their views about the program (e.g., value of the program, fairness of the program, etc.)